

Meeting	SPA People Committee
Date	31 August 2022
Location	Video Conference
Title of Paper	Bi Annual Leadership & Talent Development Update
Presented By	Jude Helliker, Director of People & Development Alex Hunter, Head of Leadership and Talent
Recommendation to Members	For Discussion
Appendix Attached	Appendix A - MyCareer Completion Data Q1 2022 Appendix B – Your Leadership Matters Programme Closure Report

PURPOSE

The purpose of this report is to update Members on the progress of the delivery of Leadership & Talent (L&T) development interventions and work of the 'Leadership Project' since the last report which was delivered at the end of October 2021. This report covers activity from November 2021 until end of June 2022.

Members are invited to discuss the contents of this report.

1. BACKGROUND

- 1.1 The Leadership Project is a key enabler to achieving and delivering our People Strategy priorities. Each element of the project is interdependent and of equal importance in terms of focus and investment, with equality at the heart. The full programme is targeted for completion by April 2023, inclusive of full rollout of the new appraisal system (MyCareer); promotion process (Accelerated Leadership Pathways) and introduction of the Police Leadership Development Programme (PLDP) to replace the existing Diploma in Police Service Leadership and Management (DPSLM).
- 1.2 The Leadership Project team consists of a Project Manager, Portfolio Management Office support, Leadership and Talent Leads, Leadership and Talent Consultants, PLDP Sergeant and PLDP Tutors.
- 1.3 A monthly Programme Management Board (PMB) is chaired by the Head of Leadership & Talent, Alex Hunter and includes senior stakeholders representing Police Scotland, SPA and unions / staff associations who attend each meeting. The project team provide updates on each work stream and review and agree all aspects of project governance, which also includes decision making.
- 1.4 All project governance is in place in terms of evaluation, plans, risks, issues, dependencies and benefits, and updates will continue to be provided via the PMB and also the People, Digital Services and Transformation Management board (PDTMB).
- 1.5 This paper also provides updates on other Leadership & Talent development solutions delivered during 2021 and 2022 including:
 - Introduction to Leadership (ITL) Playbook
 - First Line Managers (FLM) Programme
 - Established Leaders Programme (ELP)
 - Your Leadership Matters Programme (YLM)
 - The Senior Police National Assessment Centre Development Programme (SPNAC)
 - Collaborative Leadership Programme Pilot

2. LEADERSHIP AND TALENT DEVELOPMENT INTERVENTIONS

My Career

- 2.1 MyCareer, the new appraisal system and process, launched nationally on 1 April 2022. This followed the evaluation of the Proof of Concept (PoC) delivered to C3, Forth Valley Division and SPA Forensic Services with 3,052 colleagues participating . The PoC ran from 1 October 2020 – 31 August 2021.
- 2.2 The PoC group will continue to be part of the ongoing evaluation strategy of MyCareer for the next two years, concluding in April 2024, when they will undertake wider organisational evaluation and monitoring of MyCareer.
- 2.3 MyCareer has been designed to recognise the everyday contribution that each of us make across the organisation. Embedded in SCoPE, MyCareer will give the chance to look at what individuals have achieved, celebrate their successes and talk about their wellbeing.
- 2.4 MyCareer supports continuous professional development for officers and staff, whilst providing the gateway for future development and promotion. The MyCareer annual cycle will be of 12-month duration from 1 April to 31 March each year. An annual MyCareer Discussion between the Appraisee and their Line Manager can happen at any point during this 12-month cycle.
- 2.5 MyCareer is a mandatory process and includes Special Constables, Probationary Constables, Probationary Sergeants, Police Officers and Police Authority Staff. This also includes Police Scotland, SPA Forensic Services and SPA Corporate.
- 2.6 To support the launch of MyCareer the following online training has been designed:
 - CVF tailored to Police Scotland Values
 - CVF tailored to SPA Forensic Services
 - CVF tailored to SPA Corporate
 - MyCareer Training
 - MyCareer: Your Future in your Hands
 - Reflection Logs
 - MyCareer Discussion

- 2.7 To support and drive Line Managers, three Empower Hours topics have been designed and are being delivered.
- Competency and Values Framework (CVF), You and Your Team
 - Writing Competent Reflection Logs
 - Right Conversation Right Time (RCRT)
- 2.8 CVF Role Profiles have been developed for Police Officers, and Police Authority Staff job descriptions have been transitioned over to a CVF template.
- 2.9 A new Leadership and Talent Intranet section has been designed for all our products and processes to enhance the end user experience of our offerings and showcase our deliverables. There is a dedicated area for CVF, CVF Role Profiles and MyCareer. Within these pages there is a range of resources and toolkit information to support anyone on their MyCareer journey.
- 2.10 Ahead of the launch, 46 MyCareer 'Get Ready Sessions' were held for Senior Management Teams and Staff Associations with 457 colleagues attending.
- 2.11 A communications strategy and plan for MyCareer identified three key phases of Warm Up, Go Live and a Journey phase to inform, enthuse and engage staff in MyCareer which takes account of what we learned from the proof of concept (PoC).
- 2.12 54 Single Points of Contact (SPOCs) have been identified across the organisation to act as Ambassadors for MyCareer and support the local messaging and support within their business areas. Monthly meetings are being held and these will continue on an ongoing basis.
- 2.13 Regular MyCareer surgeries are run to support the MyCareer journey and provide a platform to answer questions and queries.
- 2.14 Police Officers can now use Reflection Logs to support promotion processes from April 2023 with evidence gathered since the launch of MyCareer. The Reflection Logs will be packaged up with a 'Development Journey' statement and Training/Skills statement on SCoPE, and will act as part of the individual's application form.

- 2.15 The Leadership and Talent Team is currently reviewing how MyCareer could be a gateway for SPNAC and ALP talent pathways.
- 2.16 A Phase 2 of MyCareer is currently being explored which may include a 360 feedback tool underpinned by the CVF; Structured Development Planning and Objective setting.
- 2.17 See Appendix A for MyCareer completion data.

Police Leadership Development Programme (PLDP)

- 2.18 Following approval from the Scottish Police Consultative Forum (SPCF) on 15 March 2021 and the required changes to legislation being approved by the Scottish Government in December 2020, the pilot of a new Police Leadership qualification commenced on 1 April 2021 and concluded on 31st March 2022. Whilst the pilot took place, the Leadership and Talent Team continued to support 225 officers to complete the existing Diploma in Police Service Leadership and Management (DPSLM).
- 2.19 21 participants took part in the pilot with 20 participants successfully completing the qualification. All successful participants were supported in attendance at the National Promotions Assessment Centre (NPAC) with a success rate of 84%.
- 2.20 Regular standardisation meetings took place between Programme Tutors and Police Scotland Quality Assurance team to ensure consistency. It is evident that a high level of assessment completion was undertaken by participants.
- 2.21 The pilot was subject to a rigorous evaluation process, with an Evaluation Strategy Report circulated to stakeholders at the 6 month and 12 month/end of pilot stages. Several recommendations were provided and will be incorporated into future Cohorts.
- 2.22 The PLDP qualification content is currently subject to an ongoing Credit Rating process by Police Scotland Quality Assurance team. Feedback to date indicates that the qualification is likely to be confirmed as SQA Level 8.
- 2.23 Following the first cohort completing the pilot, a further cohort commenced on 4th July with postings in the A, D and N Divisions in response to workforce planning needs (in Local Policing and Specialist Departments). The application process for the second

cohort launched in December 2021 with 127 applicants supported for allocation to the National Promotions Assessment Centre (NPAC). 46 applicants were successful and 30 commenced in July with the remaining 16 joining a future cohort in line with organisational requirements.

- 2.24 The end of pilot Evaluation Report is currently being considered and actions completed ahead of the PLDP being recommended as the new qualification to replace DPSSLM.

Accelerated Leadership Pathway (ALP)

- 2.25 On 15 March 2021, the SPCF sub group agreed the development programme for ALP, and the programme launched on 1 April 2021 with 7 Officers forming Cohort 1.

- 2.26 Two Executive Sponsor Review Boards have now taken place for Cohort 1. Outcomes for ALP officers comprise the following:

- remain in role
- rotate to a new role
- promotion
- exit from the programme

- 2.27 All 7 ALP Officers from Cohort 1 have been promoted and are continuing their development plans.

- 2.28 19 applications were supported to attend the College of Policing (CoP) Assessment Centre for consideration to join Cohort 2 of the ALP. 6 Officers were successful and completed their induction onto the programme in May.

Introduction to Leadership (ITL) Playbook

- 2.29 The ITL Playbook for Acting and Temporary Sergeants (and equivalents) launched in November 2021.

- 2.30 This on line learning provides bite sized development resources which supports knowledge, skills and behaviours around:

- Teams and teamwork
- Dealing with conflict
- Coaching and mentoring

First Line Managers Programme (FLM)

2.31 The FLM Programme is for:

- Sergeants
- Staff equivalent
- Those newly promoted to a Line Manager

2.32 It develops participants with the skills, knowledge and behaviours required to effectively carry out a supervisory role and is delivered in two parts.

- Two days online distance learning.
- One day consolidation workshop via MS Teams.

2.33 The programme was updated in the last six months to include a new module about managing and leading inclusively plus a refocus on the skills and value of providing effective feedback.

2.34 The Leadership and Talent team is now in the process of further improving the programme by working with colleagues across the wider People and Development function to identify learning needs and provide training focusing on positive people environments (e.g. having positive yet challenging discussions; preventing grievances, supportive absence management and how to establish and maintain positive discussions in the most challenging people situations).

Established Leaders Programme (ELP)

2.35 This programme in its new format (blended Learning) launched in June 2022 following a successful pilot that took place earlier in 2022.

2.36 The ELP is for:

- Inspectors
- Staff equivalent

2.37 It focuses on developing professional and accountable leaders of the future who can drive and deliver effective change and organisational development. The ELP is divided into two parts;

- Two and half hours, online distance learning
- One day consolidation workshop via MS Teams.

Inspectors / Superintendents / Chief Superintendents Programmes

2.38 The Leadership & Talent Team is currently conducting a Training Needs Analysis (TNA) to identify specific learning needs for:

- Chief Inspectors
- Superintendent / Chief Superintendents.

2.39 An initial meeting has taken place between Merseyside Police, PSNI and Police Scotland to identify possible collaboration opportunities around a Superintendents programme.

Your Leadership Matters Programme (YLM)

2.40 The launch of your Leadership Matters Phase One formed part of the Chief Constable's 2021-22 commitment to develop and deliver leadership training to enable staff to lead with integrity, fairness, respect, and a commitment to upholding human rights. The focus on developing a strong foundation for leadership started with our Top 250 leaders who participated in the YLM- Phase One, which rolled out between March - July 2021. The YLM experience consisted of three Summits which focussed on Leading for the Future, Leading Self and Leading People, supported by online learning and group coaching pods.

2.41 Following YLM Phase One, the supplier (EY), created an initial Programme Report of feedback and attendance and the delivery to the top 250 leaders. The headline findings of this report include:

- 190 Leaders attended an element of YLM. 83 delegates (44%) completed the evaluation survey
- 81% of the respondents agreed that the content of the summits was relevant
- 92% of the respondents suggested summit speakers were engaging and knowledgeable
- 75% of the respondents suggested that they were clearer on Police Scotland's expectation of Leading for the Future
- Attendance at the summits- 77% Summit One, 69% Summit Two, 57% Summit Three
- Coaching Pod Attendance - Coaching Pod One 74%, Coaching Pod Two 28%
- Online Learning <10% attendance

2.42 In November, following this initial Phase One Report EY engaged across the organisation through stakeholder working groups, Executive level 1-1 interviews and engagement/review with attendees of Phase One of YLM. Drawing on this engagement EY updated the YLM content and themes, building on Phase One and provided a series of recommendations to take forward in to the procurement of Phase Two. The key outputs from this engagement included:

- Developing the strategic narrative around the Your Leadership Matters programme and a draft communications and engagement plan for Phase Two.
- Stakeholder Workshops with a cross section of the organisation and staff associations to gather views about the focus and potential methods of delivery for Phase Two.
- Design and delivery of a workshop for the Executive team focusing on high performance and how to continue the Your Leadership Matters journey.
- High level design for Phase Two programme to inform the sourcing of a potential external partner for Phase Two.

2.43 YLM Phase Two seeks to deliver a leadership development programme of the same standard and based on the same structure and content to two further audiences- the middle 400 Chief Inspectors and staff equivalents and 5000 FLL Sergeants-Inspectors and staff equivalent. Whilst Phase One was successfully delivered to a proportion of the Top 250, Phase Two will also incorporate those leaders who were unable to attend the entirety or part of Phase One delivery.

2.44 Despite the success of Phase One there were also clear challenges of engagement, scheduling and administration which were limiting factors for participants. These challenges will be mitigated in the delivery of Phase Two by ensuring:

- Clearer PS – supplier contract management
- A detailed and consistently monitored communications and engagement strategy
- L&T partnership with the Resource Deployment Unit to ensure Summits and broader activity is scheduled for each participant
- Ongoing Project management milestones and YLM Programme Project Board meetings

- Executive endorsement and support as well as Top 250 programme responsibility
- Police Scotland contextualisation of programme content and implementation
- A dedicated L&T YLM delivery Team
- Quality assurance and evaluation strategy

2.45 Approval of the YLM Phase Two BJC has progressed to the SPA Authority Meeting on 25th August 2022 for final approval. Once confirmed, Leadership & Talent will contract and engage with the selected external supplier and further develop plans for implementation of YLM Phase Two.

The Senior Police National Assessment Centre Development Programme (SPNAC)

- 2.46 The SPNAC process is used to identify suitable individuals for a place on the Strategic Command Course (SCC), which is designed to prepare people to undertake the most demanding senior roles in the police service. The SCC is also a prerequisite for substantive appointment to ACC rank.
- 2.47 The 2022 SPNAC self-nomination window closed on 8th October 2021 and there were ten applications, comprising one police staff member and nine substantive Chief Superintendents. The Chief Officer team assessed all applications and all ten were supported however one withdrew from the process.
- 2.48 To support the candidates ahead of the SPNAC, they commenced the SPNAC development programme at the beginning of November 2021. A SPA police staff member will be attending the SCC however is not required to complete the SPNAC ahead of the course. They opted to join the SPNAC development programme for their own development. This year's programme included a three day summit alongside the established programme of coaching, assessment practice, development workshops, mentoring and personal support from the Director of People & Development, and the Head of Leadership & Talent.
- 2.49 Of the 9 candidates that attended SPNAC in May, 3 have been successful and will be progressing on to the CoP SCC.
- 2.50 The Development Programme evaluation is underway and the report will help inform the 2022/2023 development programme.

2.51 The CoP is currently reviewing the format of SPNAC and the chief officer promotion approach. Police Scotland are taking part in the review via on line surveys and participation in stakeholder meetings.

Collaborative Leadership Programme Pilot

2.52 In August 2020 Police Scotland and collaborative partners COSLA & SOLACE commenced scoping a bespoke collaborative leadership development offer that could provide personal development and also enhance local partnership and & collaborative working. Three pilot sites were identified: West Dunbartonshire, Aberdeenshire and West Lothian.

2.53 The programme was characterised by a need to move beyond talking about working collaboratively across Scottish society to actually doing it more effectively in practice, as originally outlined in the Christie Commission report (2011). This was something that had also been highlighted in the Thematic Inspection report published in September 2020 by Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) where it was recommended that leadership training be undertaken jointly with key partners across the public sector.

2.54 The pilots offered a focussed learning experience on the theory and practice of Collective Leadership. The programme was designed, overseen, and facilitated collaboratively between Police Scotland, the Improvement Service (IS), and Collective Leadership for Scotland (CLS).

2.55 Each pilot group consisted of 12-14 members. The four phases of the programme took place between March 2021 and January 2022, with a final learning event on 27 January 2022 which brought together participants from all 3 pilot sites.

2.56 The successes of the programme to date as well as issues for consideration and further discussion around the design, development, and positioning of the programme, together with several suggestions for future action are summarised in the SIPR Evaluation Report (March 2022) which members can access here: [Police-Scotland-and-Local-Government-Collaborative-Leadership-Pilots Evaluation-Docherty-and-Russell.pdf \(sipr.ac.uk\)](https://www.sipr.ac.uk/Police-Scotland-and-Local-Government-Collaborative-Leadership-Pilots-Evaluation-Docherty-and-Russell.pdf)

2.57 Four key strands of learning have emerged from the programme, namely:

1. Understanding the complexity of collaborative working
2. Principles for collective leadership
3. Building stronger relationships
4. Promoting a collaborative culture

2.58 Police Scotland's Leadership & Talent Team will work closely with the Partnerships, Prevention and Community Wellbeing Team to pick up on these programme learning strands, to identify opportunities to build on the successes of the Pilot and to further embed Collaborative Leadership principles across the whole Leadership and Talent Portfolio.

3. FINANCIAL IMPLICATIONS

3.1 Finance is on track and closely monitored by the Finance Lead for the Leadership project, with monthly updates provided to the PMB.

4. PERSONNEL IMPLICATIONS

4.1 Our commitment to our people is demonstrated within the People Strategy, and the key focus of both the Leadership Project and Leadership and Talent work is to enable the identification, empowerment and development of our people to deliver outstanding policing services to the communities across Scotland.

4.2 Staff associations have been heavily involved in discussions to shape the content and direction of each element of Leadership and Talent work. In particular, significant engagement has been conducted with regard to the pilot of PLDP and ALP. The staff associations, once satisfied that both PLDP and ALP were unconnected to wider changes across the People and Development function, were fully supportive of both aspects.

5. LEGAL IMPLICATIONS

5.1 Following agreement with staff associations, SPA and HMICS, the PLDP commenced its pilot phase for 12 months in April 2021 (detailed above). A legislative change was approved on 22 December 2020 to facilitate the pilot. The 12 Month Evaluation Report will be submitted via relevant Police Scotland / SPA

Governance to the SPCF for consideration of permanent regulatory changes, if considered necessary.

- 5.2 In order to conduct the pilot, Police Scotland developed the national units internally, approved by Quality Assurance and with appropriate level of engagement with the SPA HR Governance Team. Following the pilot, a Credit Rating process, conducted by Quality Assurance, is ongoing.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are reputational implications associated with this paper in that if Police Scotland do not continue to prioritise the wellbeing of our people then staff morale and public perception may be negatively impacted.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications associated with the content of this paper.

8. COMMUNITY IMPACT

- 8.1 There are no community impact implications associated with this paper.

9. EQUALITIES IMPLICATIONS

- 9.1 If Police Scotland fails to modernise its officer/staff development infrastructure, not only will there be a disproportionate impact on our workforce, it may also present higher exposure to potential employee relations issues/claims. Through the development and implementation of an effective appraisal system, a modern promotion process and a more flexible and relevant Sergeants Qualification, equality remains at the very heart of all Leadership and Talent learning interventions developed.
- 9.2 Police Scotland recognises the importance Equality and Human Rights Impact Assessments (EqHRIAs) and, in fact, their Product Design Framework stipulates that EqHRIAs will form the first stage of any new product design, ensuring that fair and equitable practices, and the development of an inclusive workforce, are key considerations.

- 9.3 As such, EQHRIAs have been developed for each individual element of Leadership and Talent work. Formal consultation has been conducted and feedback incorporated into each of the EQHRIAs. This formal consultation has included staff associations and trade unions. As ever, EQHRIAs are iterative by nature and will continue to be updated and refreshed as L&T work progresses.
- 9.4 Leadership & Talent Team work closely with both internal and external stakeholders. The Positive Action Team continue to attract Black Minority Ethnicity/White Minority Ethnicity (BME/WME) applications by using online events and meetings. In the main, the new online sessions are proving to be a good alternative to encouraging applications for the probationer intakes from BME and WME applicants. There is an absolute drive to represent and reflect the communities we are here to serve.
- 9.5 The retention and development of BME/WME officers currently sits with line management, however P&D senior management accept that we need to do more to support this. This work will form a deliverable over the next 12 months and will be a key consideration for MyCareer, Leadership Pathways, PLDP, ALP and the embedding of CVF.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no environment implications associated with this paper.

RECOMMENDATIONS

Members are invited to discuss the contents of this report.



MyCareer
Your future in your hands

Completion data
Quarter 1

MyCareer Moodle Statistics



The CVF Module launched on 28/02/2022.

The MyCareer Module launched on 01/04/2022.

CVF	Completion	MyCareer	Completion
March	2,382	April	1,649
April	5,183	May	3,978
May	7,029	June	5,040
June	7,886		

Division	CVF	%age	MyCareer	%age
A Division	402	33%	237	19%
C Division	77	12%	56	9%
C3	715	40%	256	14%
Corporate Services	1057	41%	705	27%
Criminal Justice	465	36%	314	24%
D Division	142	15%	147	15%
E Division	469	40%	185	16%
G Division	640	26%	608	24%
J Division	394	43%	351	38%
K Division	169	26%	101	15%
L Division	136	25%	99	19%
N Division	145	20%	149	21%
OSD	812	45%	430	24%
P Division	336	41%	134	16%
PP&CW	72	46%	43	28%
Q Division	421	31%	172	13%
SPA	222	36%	54	9%
SCD	947	41%	809	35%
U Division	115	14%	104	13%
V Division	140	40%	86	24%
Total	7,886	34%	5040	22%

* As of 15/06/2022

MyCareer Empower Hours and Surgeries



Empower Hours are for Line Managers

Empower Hour	Attended
CVF, You and Your Team	150
Reflection Logs	141
Right Conversation Right Time	92
TOTAL	383

Surgeries are for all colleagues

Surgeries	Attending
MyCareer Surgeries	170

* As of 29/06/2022

MyCareer Statistics



Colleagues have already started their MyCareer Journey and are starting their MyCareer Discussions.

Division	With Reviewee for Completion		Returned to Reviewee for attention		With Line Manager for Completion		Returned to Line Manager for attention		With Second Line Manager for completion		With Reviewee for sign off		Complete		Total		Percentage	
	Officers	Staff	Officers	Staff	Officers	Staff	Officers	Staff	Officers	Staff	Officers	Staff	Officers	Staff	Officers	Staff	Officers	Staff
A Division									1		2		4		7	0	0.60%	0%
C Division	2				3				3	2	5		8		21	2	3.60%	6%
C3	9	2			20	3				1	1		4		34	6	5%	0.50%
Corporate Services		8	2	1	5	6			2	4	2		2	2	13	21	3%	1%
Criminal Justice	1														1	0	0.20%	0%
D Division	1				2				2						5	0	0.50%	0%
E Division	2		1		2								4		9	0	0.80%	0%
G Division	10	1	2		33	5			13		15	1	32		105	7	4.30%	8%
J Division	3	1			3	2			1		5		4		16	3	1.90%	4%
K Division	2														2	0	0.30%	0%
L Division	1				2										3	0	0.60%	0%
N Division	1														1	0	0.16%	0%
Operational Support	2				1				1				1		5	0	0.30%	0%
P Division	3				3		1		5				1		13	0	1.74%	0%
Partnerships Prevention & Community Wellbeing	2				3										5	0	3.60%	0%
Q Division	2		2		7				1		8		4		24	0	1.80%	0%
SPA		1		1	4				18						24			3.90%
Specialist Crime	7	1			9	4			4		8		23		51	5	2.80%	1%
U Division	1				3				1				2		7	0	0.90%	0%
V Division	6	1			2				1				2		11	1	3.50%	2.70%
Total	55	15	7	2	98	24	1	0	35	25	46	1	91	2	333	69	1.90%	1.12%

May figures 105 36

* Up to 30/06/2022

MyCareer Statistics



Colleagues have already started their MyCareer Journey and are submitting Reflection Logs.

Division	Awaiting Line Manager Approval		Returned for Attention		Complete		Total	
	Officers	Staff	Officers	Staff	Officers	Staff	Officers	Staff
A Division	26	1	2		19	1	47	2
C Division	29		6		80		115	0
C3	19	19	4	3	51	22	74	44
Corporate Services	14	24	6	1	23	28	43	53
Criminal Justice	5	10	1		8	2	14	12
D Division	25		3		37	2	65	2
E Division	23		2		14		39	0
G Division	20		6		99		125	0
J Division	29		3		43		75	0
K Division	6		2		13		21	0
L Division	12		3		14		29	0
N Division	13				30		43	0
Operational Support	50	2	5	1	33	2	88	5
P Division	21				9		30	0
Partnerships Prevention & Community Wellbeing	19		1		10		30	0
Q Division	32		4		15		51	0
SPA		25				30		55
Specialist Crime	48	1	2		48	7	98	8
U Division	8				24		32	0
V Division	16				8		24	0
Probationer	21		3		38		62	0
Total	436	82	53	5	616	94	1105	181

* Up to 30/06/2022

May figures 532 99

Your Leadership Matters

Programme Closure Report



YOUR LEADERSHIP MATTERS



Final Highlight Report

Period
05/07/21 – 09/07/21

Overall RAG



■ Completed (100%) ■ Green (>80%) ■ Amber/Green (>60%) ■ Amber (>40%) ■ Amber/Red (>20%) ■ Red (<20%)

Key Milestones	Planned End	Estimated End	Comments	RAG Status
Webinar 3 delivery	21 June	21 June		
Summit 3 agenda sign-off	25 June	25 June		

Activity	
Key Activity Completed this Period	Key Activity Planned Next Period
<ul style="list-style-type: none"> • Programme Closure Report to be completed • Coaching Pod 2 delivery • Confirm Leadership Survey next steps • Webinar recordings complete and uploaded • Summit 3 recording to be completed 	

Risk, Issues & Dependencies								
Ref. No	Category R/I/D	Date Raised	Workstream / Delivery Partner	Description	Action/Mitigation Log	Owner	Status	Date of latest update on status
R02	R	01/04/21	Comms	There is a risk that uptake for learning interventions will not be as high as it could be without greater leadership role modelling	<ul style="list-style-type: none"> • Additional leader-led communications to be pursued 	PSoS Comms Lead		28/06/21
R04	R	01/04/21	IT	There is a risk that the PSoS MS Teams stability will impact the delivery of Summit 3	<ul style="list-style-type: none"> • Summit 3 delivery via MS Team remained strong 	PSoS IT Lead		05/07/21

This close-out report has been created to provide an overview of the work completed throughout the YLM programme.

Included in this report is a summary of programme delivery, with highlights on key insights gathered along the process and from participants. |

	Description	Page
Section 1: Summary of programme design and implementation	<ul style="list-style-type: none"> A high-level introduction to the programme design and learning content 	4-12
Section 2: Overview of Summits and evaluation to date	<ul style="list-style-type: none"> An overview of the content delivered at the summits and the feedback received 	13-20
Section 3: Outline of Coaching Pods and themes	<ul style="list-style-type: none"> A summary of the Coaching Pod approaches and insights gathered from Pod 1 and Pod 2 	21-26
Section 4: Summary of Online learning modules and Webinars	<ul style="list-style-type: none"> A brief overview of the online learning content and summary of the 3 webinars 	27-31
Section 5: Considerations for next steps	<ul style="list-style-type: none"> A synopsis of lessons learnt and potential next steps to continue the momentum of the Your Leadership Matters programme 	32-34

Note: the Microsite content (including descriptions of the online learning), content per Summits with recordings, Webinar slides and recordings and Coaching Pod washup packs have all been uploaded to Egress. |



**YOUR LEADERSHIP
MATTERS**



Where business comes to life



Section 1: Summary of programme design and implementation



YOUR LEADERSHIP
MATTERS



Where business comes to life



The YLM Programme for Police Scotland was delivered by EY alongside a selection of specialist partners who brought their expertise to particular elements of the programme



- Lane4 provided support in designing the summits, the Facilitator role at the summits and access to two online modules – Adapt4 and Coach4.



- Any3 enabled the Leadership Survey that was sent to the Top 200 and Next 400 to gain insights into leadership experiences for these groups at Police Scotland.



- All delegates participated in an assessment to receive a Clarity4D personality profile, to help them understand their strengths and how these show up when interacting others. Clarity4D also provided support for the 1st Coaching Pod and content for one of the sessions at Summit 2.



- Henley Business School provided access to two online modules and a Leadership podcast series. In addition, 3 Professors from the Business School also delivered 3 leadership webinars.



- Delegates from Police Scotland supported various sessions at the three Summits, with their personal stories on leadership.



YOUR LEADERSHIP
MATTERS

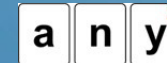


A set of Design Principles were created to guide the development of content and messaging delivered at the Summits with the aim of achieving a sustainable shift in behaviour

	Design Principles	Explanation	So that...
1	One Team, One Voice	We deliver a shared learning experience for the leadership team, inviting them to align perspectives, create a common language about leadership standards and behaviour and operate as one cohesive team. We also invite them to apply their learning and new behaviours to change the organisation through mechanisms like pledges.	We're driving change at the individual, team and organisational level at the same time, to maximise our impact.
2	Be the change you want to see in others	Senior leadership role modelling and advocacy is key. If participants see the most senior leaders in their hierarchy role modelling the behaviours and skills that we are developing, they are more likely to adopt them. That includes going first with some of the development activity, like doing the Clarity 4D assessment and sharing your results or making your personal pledge known to others.	We avoid a 'say-do' gap and participants learn to adopt the behaviours more readily because they have seen them authentically role modelled by those they are led by.
3	Tailor the learning and the behaviours	Describe the behaviours and skills in a relevant and meaningful context, using the language, anecdotes and examples familiar to participants. This makes the behaviours much more acceptable, understandable and relatable than some academic model with unfamiliar language that doesn't resonate.	Participants can easily accept, adopt and understand the behaviours because they are relevant and specific to the work they do.



**YOUR LEADERSHIP
MATTERS**

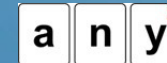


Applying these principles to a leadership development journey, increases the chances of achieving the desired shift in behaviour, capability and culture

	Design Principles	Explanation	So that...
4	Make leadership a strategic imperative	We don't talk about leadership as an abstract concept in isolation. It's a key enabler to deliver your vision, purpose and strategy and a pre-requisite to operational excellence. So we set the scene for exemplary leadership in your overarching strategic narrative that lays out who you are, where you're going and what it will take to get there. Leadership is the hero of that story.	Participants buy into and embrace the case for better leadership, as they understand how and why it enables them to achieve their ambition and goals.
5	Amplify the voices of exemplars	There will be a few leaders in your organisation who already role model the behaviours we want to amplify in others. Re-enforce what exemplary leadership looks like by giving these leaders a role and a voice in the programme. Praise, recognise and publicly reward their achievements.	You will create a pull for others to want to follow in their footsteps as well as a positive peer pressure to conform to the new standards set.
6	Draw inspiration from unusual places	Leaders will be socially conditioned to behave in the Police Scotland way. To challenge this conformity, it helps to draw inspiration from other organisations and situations outside of the 'norm' to encourage people to look at things through a different lens. So, we use comedienne, activists, case studies from outside of your sector, illustrators and actors to help people consider the leadership challenge from the 'outside-in'. We usually start the journey with the external context, the future world of policing, the future world of work etc. to make the case for why great leadership matters.	These 'moments of wonder' can trigger a shift in mind-set as leaders stand in the shoes of others, and imagine the behaviours and skills applied in a different setting.



**YOUR LEADERSHIP
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A set of Leadership Behaviours were agreed with the Exec to embed at Police Scotland. These behaviours were brought to life through the content delivered throughout the programme

To improve our ability to empower, develop and enable our people we will...

Have the **COURAGE** to do the right thing

This means we will...

- Display moral **courage** in decision making to do the right thing for our teams, partners and the public
- Lead with **confidence** but with the **vulnerability & humility** to admit to, and learn from mistakes
- Role model personal **accountability** and set clear boundaries of authority so others can do the same

This means we won't...

- Rely on permission before applying common sense
- Over-rely on 'Command & Control' leadership
- Prioritise 'urgent' at the expense of 'strategic'

So that..

- We adapt, grow and evolve

Lead and learn **INCLUSIVELY**

This means we will...

- Build **inclusive** teams with **diverse** perspectives to proactively strengthen decisions and solutions
- Learn with a **restless curiosity**, prioritising development and continuous improvement
- Be deliberately **appreciative** about our people, public and partners and the work we do together

This means we won't...

- Knowingly exclude others from decisions
- Tolerate an 'insider/outsider' dynamic in our teams
- Talk Police Scotland down

So that..

- Everyone's potential is realised

COLLABORATE for growth

This means we will...

- **Collaborate** to build trust with our people, public and partners as one **collegiate** team
- Constructively **challenge** with honest, open feedback to improve performance and decisions
- Support each other with **compassion** so we all remain healthy, **resilient** and well

This means we won't...

- Always need to have the answer
- Avoid healthy conflict or say 'yes' but do 'no'
- Overlook wellbeing as a priority

So that..

- We deliver better policing outcomes



YOUR LEADERSHIP
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Programme Learning Outcomes linked to the three key behaviours were developed to guide the design of sessions delivered at each of the three summits

Have the **COURAGE** to do the right thing

- Navigate competently through **major transformation and change**, to adapt and deal with uncertainty
- **Role model accountability** and understand how to empower your team to unlock high performance
- Inspire people by sharing a compelling **vision of the future** that shows their role in delivering our purpose
- Understand **your style** and impact on others and flex that to better connect and build trust
- **Empower and engage** teams to unlock motivation and high performance
- Plan and prepare for the future, **adapting our strategy** and your own skills accordingly
- Understand the implications of **future trends in policing** as well as the world of work

Lead and learn **INCLUSIVELY**

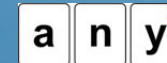
- Lead your team through change positively with a **growth mind-set**
- **Lead inclusively and proactively** to create an environment where everyone thrives and is treated with dignity and respect
- Manage your own **wellbeing and resilience** and coach others to do the same
- Know when to **consult and involve** people in change that affects them
- Use **appreciation, recognition and re-enforcement** to praise and reward high performance in real-time
- Spot and develop great talent to **leave a legacy** and prioritise personal growth
- Proactively **seek out different** perspectives to test and challenge decisions, learn and grow

COLLABORATE for growth

- **Collaborate** with peers, partners and the public; prioritizing what matters to nurture trusted relationships
- Lead with empathy and **emotional intelligence**, and improve your ability to influence others
- Show **compassion** when dealing with people who are vulnerable or experiencing difficulties
- Effectively manage **challenging conversations** with transparency, openness and respect
- Use **inquiry over advocacy** in coaching conversations to develop others, through honest and constructive performance feedback
- Create a **safe space** where people can **experiment** without fear of failure or blame
- Build a sense of belonging and shared purpose, working as one **collegiate** team

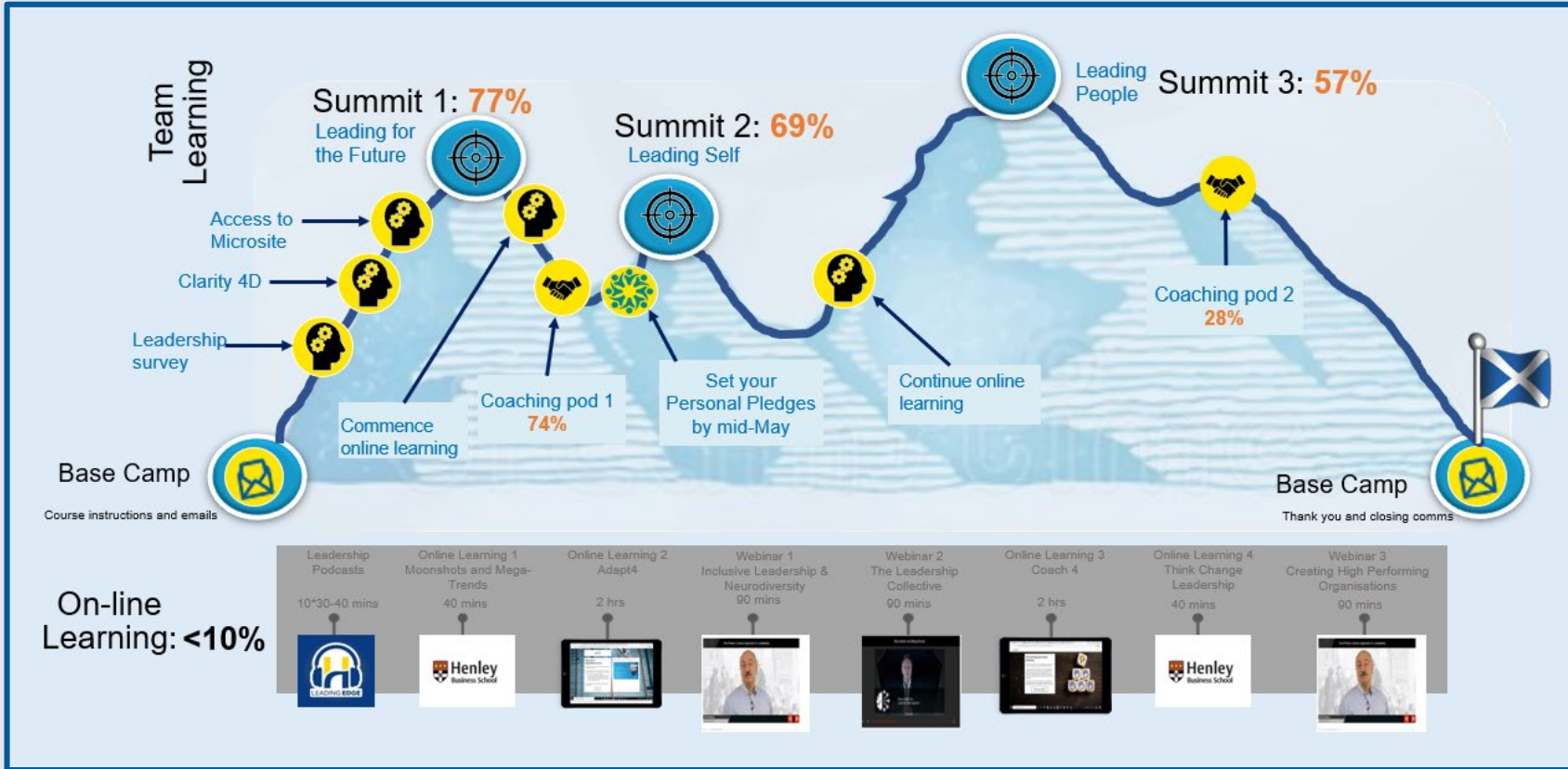


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The full programme was delivered over a 3 month period

The programme kicked off with an introductory comms to delegates and a microsite providing details of the programme elements, followed closely by the first Summit. The figures below highlight the level of engagement / attendance from delegates.



Summits took place once a month and webinars were delivered in May and June. Both of these activities were recorded for those who could not attend. Engagement at these sessions have been high, with delegates predominantly utilising the TEAMS chat function.

Overall feedback of the programme has been positive. We are aware that over the last two months attendance has been impacted by annual leave. Delegates have also mentioned that it was difficult to ringfence time to invest in online learning. Access to these materials has therefore been extended until 30th July 2021.

Results from the Leadership Survey provided interesting insights, which can be factored into the design of future programmes



Police Scotland YLM Leadership Survey Results - Final.pdf

Highlights across both leadership groups

We feel proud to work here

96% (Top 200 leaders)
90% (Next 400 leaders)

We are motivated to do our best work

91% (Top 200)
88% (Next 400)

In all except 2 questions our Top 200 leaders are more positive about their leadership experience than the next 400 leaders

The next 400 are more positive about:

Manages wellbeing and resilience and coaches others to do the same

56% (Top 200)
62% (Next 400)

Our people are equipped with the tools and equipment to do a good job

48% (Top 200)
55% (Next 400)

Lowlights across both leadership groups

People trust senior leaders to change the organisation for the better

27% (Top 200)
26% (Next 400)

- Both leadership groups expressed beliefs that our people don't trust us to change the organisation for the better. *What more can we do to improve our people's perception of our ability to drive change?*

Feel a safe space is created where people can experiment without fear of failure or blame

39% (Top 200)
24% (Next 400)

- Both leadership groups expressed concern about whether our people feel safe to experiment without fear of failure. *What more can we do to create the psychological safety where people feel they can make mistakes without fear of blame?*

Where we and the next 400 leaders saw things differently

We are delivering a better future for our organisation and our people

74% (Top 200)
56% (Next 400)

We are changing the organisation for the better

74% (Top 200)
55% (Next 400)

Our people are trusted and empowered to make the right decisions

57% (Top 200)
41% (Next 400)

-18%

-19%

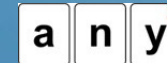
-16%

- We need to build our teams' confidence in our ability to create a better future for Police Scotland. *What more can we do to improve our ability to drive change in the organisation and bring our people with us?*

- Leaders agree that our people need to be given more autonomy. *What more can we do to empower our people?*



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The survey also highlighted key areas for development

50% of the highest rated critical skills are deemed as needing development

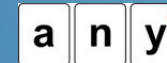
Top 10 rated skills	Importance rating	Rated as a 'strength' or 'Needs Development'
Leads with empathy and emotional intelligence	7.9	Needs development
Proactively creates an environment where everyone irrespective of their background	7.3	Strength
Empowers teams and gives autonomy within	7.2	Needs development
Flexes leadership style to connect and build trust	6.9	Strength
Inspires people by sharing a compelling vision of the	6.6	Needs development
Builds a sense of belonging and shared purpose, collegiate team	6.4	Strength
Manages wellbeing and resilience and coaches	6.3	Needs development
Collaborates well with peers, partners and the public	5.9	Strength
Creates a safe space where people can experiment failure or blame	5.9	Needs development
Plans ahead and prepares for the future	5.5	Strength

70% of the Next 400's highest rated critical skills are deemed as needing development

Top 10 rated skills	Importance rating	Rated as a 'strength' or 'Needs Development'
Empowers teams and gives autonomy within	9.3	Needs Development
Manages wellbeing and resilience and coaches	7.1	Strength
Leads with empathy and emotional intelligence	7.1	Strength
Proactively creates an environment where everyone irrespective of their background	6.5	Needs Development
Flexes leadership style to connect and build trust	6.4	Needs Development
Plans ahead and prepares for the future	6.2	Strength
Builds a sense of belonging and shared purpose, collegiate team	6.2	Needs Development
Inspires people by sharing a compelling vision of the	6.0	Needs Development
Creates a safe space where people can experiment failure or blame	6.0	Needs Development
Leads change positively, with a growth mind-set	5.9	Needs Development



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Section 2: Overview of Summits and evaluation to date



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Summit 1 focused on 'Leading for the Future'

We asked 'How can courageous, inclusive and collaborative leadership help us to deliver a brighter future for Police Scotland, our people and the communities we serve?'



Chief Constable Iain Livingstone and DCC Fiona Taylor
The Future for Police Scotland
Welcome to Your Leadership Matters



Robin Wilkinson, Chief of Corporate Services, The Met
A perspective on the Future of Policing and its implications for leaders



Deborah Frances-White, comedienne and screenwriter
An engaging keynote on Diversity and Inclusion, with an emphasis on 'First Include Yourself' with reflections from a Police Scotland panel on our inclusion

Arrival 09:55 Opening address

Close 14:00



Tricia Nelson, UK&I Regional Lead, People Consulting, EY
A discussion on major trends in Future of Work and their implications for us as leaders



Shaun Scantlebury D&I Practice Lead, EY
An introduction to Inclusive Leadership and Best Practice in this field



Mark Richardson, Client Director, Lane4
A collaborative discussion and reflection on leadership at Police Scotland and behaviours that represent exemplary leadership

Please see Summit 1 washup pack and recordings on Egress



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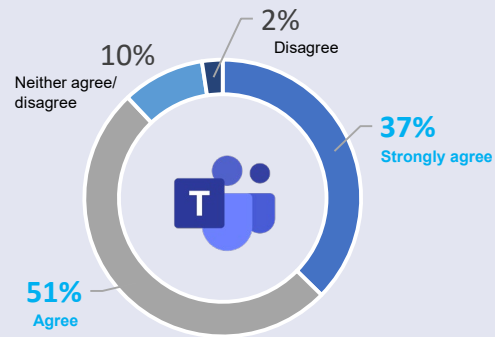
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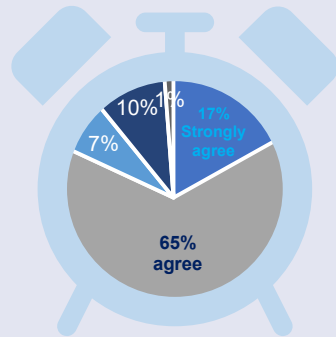
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We received positive feedback on Summit 1. Here are the evaluation highlights:

83 delegates (44%) completed the evaluation survey, out of c190 attendees



The use of Microsoft Teams enabled me to successfully learn remotely



The allocated time for the summit was sufficient

$$\frac{68}{83} = 82\%$$

Agree that the use of Menti and the team chat function allowed me to contribute effectively

"I found the presentations and input **hugely thought provoking** and interesting; keen to see how the coaching pods help to translate this to a more practical level, building on some of the tips already shared."

"An excellent session, very worthwhile. This has **caused me to reflect on my own leadership and how I can perhaps improve.**"

"I'm often quite cynical about these types of things but this event was really great. **Each speaker brought something unique** to the discussion. The fact that the inputs were varied, speakers, interview, panel discussion **meant that I never got tired.**"

"**Really like the journal idea** - great way to take concise notes you may actually read again!"

"Very **high quality inputs** and facilitation. The **technology worked well** too."

"As good a summit as I could have possibly expected in the virtual - all of the speaker inputs were hugely relevant and informative - **good stimulus to continue to improve on an organisational and personal journey that I genuinely feel is heading in the right direction**"

Highlighted below are the adaptations for Summit 2 based on feedback received from Summit 1: *You said, we did*

Even better if....



...the **objectives** and “**how to develop**” was clearer
... the **takeaways** of the sessions **were clearer**

We will call these out throughout the Summit



... we have **more time to explore** topics and engage with speakers
...the whole session time **was longer**

We have increased key sessions from 30 to 40 minutes



... the content was **specific to our organisational and social context/culture**

Our speakers have been prepped to be more closely aligned to your Police Scotland context



...we could use **less management consultancy/ theoretical/ buzz words**

Speakers have been requested to focus on the practical application of their content

Please see Summit 1 Survey results on Egress

Summit 2 focused on Leading for Self

We asked: *'What personal strengths can I draw on to be a courageous, inclusive and collaborative leader and how might I need to develop and adapt to accommodate the needs and preferences of others?'*



Tales of courage



Professor Patricia Riddell, Henley Business School

An exploration into how leading with a growth mindset will build Transformative Leaders who are purpose driven and bring out the best in themselves and others



Mark Richardson, Client Director, Lane4

A deeper dive into the C4D profile to highlight how you can use this knowledge and insights to adapt when interacting with others at Police Scotland



Closing reflections with ACC Mairs

Reflections on Summit 2 and next steps

Arrival 09:55

Close 14:00



Exec members, DCC Taylor and ACC Mairs

Opening statement and key messages about the YLM programme and Summit 2



Mduduzi Mswabuki, EY Partner and D&I Sponsor

An interactive discussion continuing the 'Leading Inclusively' topic, with a focus on how to develop a leadership style that fosters a culture of belonging



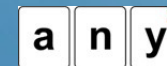
Mark Richardson, Client Director, Lane4

An insight into how a leader's focus of attention can have consequences for inclusion, collaboration and long term strategic thinking

Please see Summit 2 washup pack and recordings on Egress



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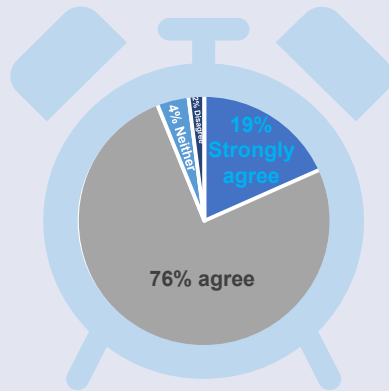
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We received positive feedback on Summit 2. Here are the evaluation highlights:

49 delegates (29%) completed the evaluation survey, out of c170 attendees



The allocated time for the summit was sufficient

“Another positive outcome of having to hold these events in a virtual space is **our access to more Black and different voices** which I do not think would have occurred at previous events hosted at Tulliallan.”

“It must be my blue behaviours coming out, but found Patricia Riddell's **input fascinating and really resonated with me as a leader why growth is actually vital** to ensuring you remain fresh and relevant.”

“**Investing in our people at every level is key to our success** so appreciate all you are doing:-).”

“Overall, I thought this was a really stimulating event - **very powerful reflections from some of our colleagues**, which really resonated... I am definitely motivated to help make a difference.”

“I also feel that this whole exercise is **worthy of more positioning in the organisation**...Occasional emails (which can easily be overlooked) are not sufficient, in my view.”

“I found the neuroscience session particularly interesting. But I thought the two officers who spoke at the start of the day **gave the most important contributions of the day.**”

Highlighted below are the adaptations for Summit 3 based on feedback received from Summit 2: *You said, we did*

Even better if....



...there were more stories/
personal experiences...

...internal lived experiences
and **people's stories**
generate a lot of energy
and feedback...more of this
next time?

**We have invited more
volunteers to share their
stories**



... there was **more
interaction**. Always a
difficult balance, particularly
when not done in person.

...and **discuss** the inputs
with others...

**We have identified
opportunities to open up
discussions to the
audience and engage
your views**



... I think explaining what
they were talking about
[approaches/ input] **using
relatable examples** would
have made it better...

**The volunteers from
Police Scotland will bring
approaches and ideas to
life through their
interaction with the
speakers**

Please see Evaluation download for Summit 2

Summit 3 focused on Leading for People

We asked: *'How can we as leaders transform the organisation whilst maintaining the energy, performance and motivation of our people?'*



CC Iain Livingstone QPM

Opening statement and key messages about the YLM programme and Summit 3



Paul Jewitt-Harris, Consulting Delivery Director Lane4

A practical discussion to help leaders effectively manage challenging conversations with transparency, openness and respect, whilst driving performance



Mark Richardson, Client Director, Lane4

Looking at our next steps, we will reflect on how collaboration is enabled and inhibited, and the ways we engage our teams to sustain a change in leadership behaviours

Arrival 09:55

Close 14:00



Mark Richardson, Client Director, Lane4

An interactive reflection and review of the impact we are already having through our leadership journeys and as a result of the programme



Shaun Scantlebury D&I Practice Lead, EY

An engaging review on how we empower leaders to activate the ripple effect and how we can create a movement influencing a culture of belonging



**DCC Fiona Taylor QPM
DCO David Page**

Closing reflections on Summit 3 and how to sustain the shifts following this programme

Please see Summit 3 washup pack and recordings on Egress



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Post Summit 3 Programme Evaluation

Next steps for evaluation

- The PSoS team will be producing a post programme evaluation report which will include all evaluation data and feedback from Summit 3. This report is expected to be produced in August.
- NB: Evaluation was a PSoS workstream and therefore it was out of scope for the EY team
- The data contained within this report has been produced to inform our real time continuous improvement throughout the programme and support the PSoS team with their evaluation



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Section 3: Outline of Coaching Pods and themes



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The aim of the coaching pods was to support leaders in embedding their learning

What were the coaching pods?

- Coaching Pods provided a setting for group coaching. It was a facilitative process that leveraged the insights, reflections and ideas of the pod members for the development of the coaching pod group.




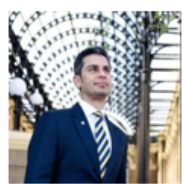



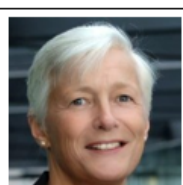
What is the purpose of a coaching pod?

- The pods were setup to provide delegates with opportunities to reflect on their leadership learning journey, in particular focusing on their experience of implementing a personal pledge.

What is a Personal Pledge?

- To realise the “courageous, inclusive and collaborative” vision for Police Scotland leaders, we need to keep learning alive and work at the changes we want to see and a Personal Pledge helps delegates to do this. A personal pledge is a delegate’s commitment to challenging themselves in a particular area or on a particular behaviour to help them adapt and see changes as a result with the teams they lead and experiences with peers/ seniors.

Several senior EY Partners led Coaching Pods for YLM delegates

	Darra Singh OBE EY Government & Public Sector Lead		Neil MacLean Finance Consulting UK Lead Partner
	David Storrie Scotland Consulting Leader		Rohan Malik Managing Partner
	Jessica Thompson Associate Partner		Sarah Phillips Partner
	Richard Williamson Associate Partner		Vicky Marsh Associate Partner

Two Coaching Pods were held – at the start and at the end of the programme. Pod Leaders facilitated group conversations and reflections to achieve the objectives of each pod.



May 11th - 13th

Objective

- Support the pod in getting to know each other
- Facilitate discussions and reflections on the Police Scotland Leadership Survey and individual Clarity 4D profile reports
- Set the context for creating personal pledges

Agenda

Purpose and introductions

Pod expectations

Clarity4D leadership profiles

YLM Leadership Development Pledge

Next steps

Outcome

- Delegates gained insights from others regarding their leadership style, and were clear on how to set a Personal Pledge



July 6th – 8th

Objective

- Support the pod in making an ongoing commitment to change their behaviours and role model inclusivity based on the learning they have received as part of the YLM programme.
- Facilitating a group coaching conversation following the **GROW** model

Agenda

Welcome
Pod Expectations

Beyond the YLM Programme: Next Steps

Discussion using the GROW model

Wrap up and Close

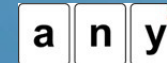
Outcome

- Delegates were clear on how they will role model inclusivity and how to take the learnings from the YLM Programme forward

Please see Coaching Pod summary packs on Egress



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Coaching Pod 1 Themes

182 delegates (74%) attended a Coaching Pod, out of 246 Programme Participants

Our culture and environment

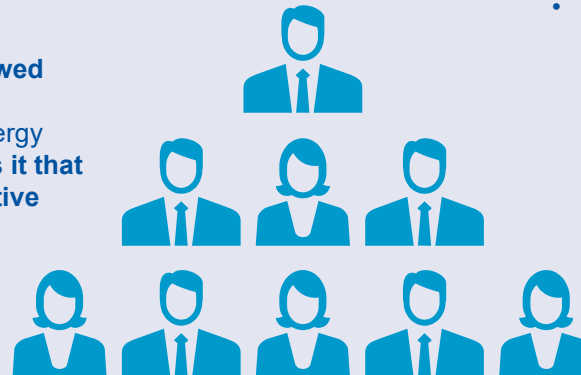
- Participants noted that having coaching conversations felt **'new and different'** and that there had **been an absence of leadership development for sometime**.
- Key questions that were raised were:
 - How can we create a safe empowering environment where people can learn and fail fast' given what we do?
 - How can we help our teams take greater responsibility – and recognise how what they contribute to the organisation's purpose?

Misalignment in leadership preferences & lived experience

- Participants were **surprised that the Top200 C4D map showed that 50% lead with green energy**– most people have not experienced their team members to be leading with green energy (empathic, concerned and supportive). Why is there a gap? **Is it that the environment does not seem to allow people's instinctive preferences to shine through?**

The ripple effect of personal development

- People are already **using profiles in their teams to drive discussion**, thinking and reflection outside of the Coaching Pods



Role modelling from the top

- Greater role modelling and comms will help drive the required culture change
- Participants want to see the **personal pledges from the Exec** to hold them to account
- Do Police Scotland need to take more of a 'command and convince' role – where we take people on the journey with us and create followership so that when the job requires leaders to be 'command and control' they have created a foundation of trust with their teams?

Flexibility in an operational organisation

- **How can we better balance operational requirements with life** – and how to role model behaviours – **what little things can leaders do** (from putting a note on their signatures e.g. I am sending this email now because it suits me not because I expect a reply) to actively visibly being seen to log-off and protect personal time

Desire for more time to think and reflect

- **Participants want to take time to think strategically** – but feel there is no time, because of the volume of work
- Individuals feel that they are **always putting out fires** – only operating in survival mode not thrive mode; **What can be done to help their leaders create time and space for reflection?**

Opportunities for greater impact...

Clearer contracting up-front on the purpose of the pod

Making sure all voices are equally heard

Evaluating the group coaching approach to better understand its impact

The output from Coaching Pod 1 – Personal Pledges – were submitted to the programme team

87 delegates (35%) completed their Personal Pledge, out of 246 Programme Participants

Pledge themes, delegates have a desire to:

1. Continuously **develop their leadership potential**
2. Better **engage with stakeholders** and to listen to more
3. **Manage change** more effectively
4. Be **more inclusive** in the approach to leading teams
5. Be more **accessible / visible as leaders**



Please see Personal Pledges tracker on Egress

A snapshot of Personal Pledges were highlighted at Summit 2

*“I pledge to focus on my **flexibility, empathy and tolerance** when leading officers and staff on a daily basis and especially **through organisational change**.*

*I will enhance my adaptability, acceptance and overt enthusiasm in seeking to **engage and listen** to creative and visionary thinking.”*



*“Apply the **learning in all my leadership interactions** and do so in an personable, collaborative, inclusive and empowering manner and wherever possible to support and mentor others to do likewise.”*

*“People: I will continue to build an exemplar for a **people-focused approach** across all areas of Forth Valley, and I will lead the same development journey for East Command.*

Personal: I will make full use of all internal and collaborative resources to build on my leadership journey, both as a Divisional Commander and as a Strategic Firearms Commander.”

*“I pledge to be vigilant in the workplace, **driving a culture of inclusion** and challenging aspects of our work, engagement and collaboration which exclude or marginalise a person or persons to their detriment.”*



Coaching Pod 2 Themes

70 delegates (28%) attended a Coaching Pod, out of 246 Programme Participants

Exec role-modelling (support of the YLM programme)

- Some Exec members scheduled meetings during Summits which impacted attendance (disconnect with programme messaging)
- Commentary from certain Exec members was misaligned with the tone of the programme

Top-down culture

- Limited “connection” opportunities between Senior members and junior members of staff
- Decisions still sit with the top; communication of decisions made by seniors is very limited
- Command and Control is still the main way of leading
- It can be difficult to challenge and have a healthy debate where decisions are mandated by Senior Officers

Inclusion and sense of belonging

- A different approach is required in a virtual world; where informal access to the senior team feels even more challenging
- Some delegates are making more of a conscious effort to make sure their behaviours support feelings of inclusion
- How do we make the step forward as an organisation to bring to life the inclusion actions from the YLM programme content?
- We need to appreciate the diversity of policing and community needs across Scotland and adjust approaches and styles as necessary
- We need to build the desire for inclusion into our systems and processes
- Some parts of the organisation are not getting exposure to diversity and then finding it harder to relate to the challenges and question their biases



YLM Programme Reflections

Positive outcomes

- Many delegates commented on the value the C4D profile has had. The insights prompted many to seek feedback and to review their leadership style/ interactions with the team
- Motivated delegates to make time to reflect on leadership and management of their team
- Flexibility of the programme and online learning has helped with busy schedules
- Helped leaders to consider self and team wellbeing and it's impact performance
- Many leaders commented on the changes they have made:
 - Asking their team to come up with ideas instead of taking a solution/ agenda to them
 - Scheduling team meetings where the leader attends for a short period, then giving the team the space to be open and develop their own suggestions
 - Scheduling 1:1s to support those who have joined during lockdown

Suggestions to support ongoing leadership development

- Share C4D profiles more widely and actively use this with leadership teams e.g. SLTs
- Can we make time for leaders to get together and share learnings, discuss challenges with peers? Leadership can sometime feel lonely
- Cascade the YLM programme to the next level of leadership to support the change we want to see

Opportunities for greater impact...

- Longer lead time between programme announcement and commencement
- Consider competing demands e.g. Superintendent promotions

Sharing actions leaders are taking to support inclusion to motivate others to make changes

Greater role modelling from the Exec could have led to higher buy-in to programme elements

Section 4: Summary of Online learning modules and Webinars



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Various online content was made available to delegates to support their knowledge development and growth throughout the programme

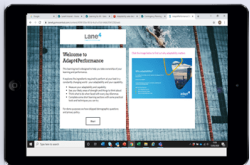
The online learning content was made up of the following:



Leading Edge: a series of podcasts exploring the important leadership questions of today.



Module 1: Moonshots and Megatrends
Module 2: Think Change Leadership



Adapt4 Module: To build adaptability, we each need to raise our self-awareness of our own adaptability. We can then focus on developing the types of adaptability we personally need to succeed. This is exactly what Adapt4 achieves.



Coach4 Module: Coach4 gives everyone the power to coach and help unleash the power of coaching within your people, managers and organisation.

Take up of online learning was low throughout the programme <10%. Many delegates commented on not being able to make time, as such access the content has been extended until 30th July

Please see Your Leadership Matters Online Modules and Webinars information pack on Egress



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Webinar 1 focused on Equity, Equality, Diversity & Inclusion

c30 delegates (12%) attended Webinar 1, out of 246 Programme Participants. To note, this was an **optional event as the recording is available** for those unable to attend the event live.

Webinar themes, what we heard from participants:

- The culture needs to be **inviting and welcoming to those joining**, and ready to accept diversity
- The retention rate of protected groups is a challenge. What is it about our culture that affects this?
- To better understand others, we need to **take the time to gain their perspectives**
- Networks at PSoS have regularly provided feedback on how to improve. **But it is taking too long to change** or move forward. How do we as **leaders take responsibility** to make the change happen?
- We need to **create a safe space** where people feel they can bring their whole-self to conversations
- We need to make **systemic changes** to ensure there is inclusivity around recruitment and development

Introduction Slide



This session will show how equity, equality, diversity and inclusion are part of the strategic objectives of an organisation. It will unpack each of these and identify some driver and barriers to success.

We will look at unconscious bias and microaggressions as elements of discrimination.

Finally, we will look at how to drive change and achieve broader inclusion throughout the organisation.

Contents

1. The Equalities Act etc.
2. Equality in Police Scotland
3. Benefits of diversity
4. The Four Elements
5. Driving change
6. Unconscious bias and microaggressions

Please see *Your Leadership Matters Online Modules and Webinars information pack and the Webinar recording on Egress*

Webinar 2 focused on The Leadership Collective

This webinar was pre-recorded due to availability of the speaker.

Webinar themes delivered by Prof. David Pendleton

- Leadership is **creating the conditions** for people and organisations to **succeed and achieve significant goals**
- **All domains of the 'territory of leadership' are important**; the norm for leadership needs to be developmental, building alignment to sustain the energy and effort of people towards key tasks/ essential operations/ responding to incidents, crises etc.
- Organisations **need leaders with strengths in each domain** ('heads' = strategic; 'hand' = operational; 'heart' = interpersonal); teams need to be made up of all types
- **Interpersonal domain** leadership (quality of interpersonal relationships and psychological safety) **plays a key role in being able to be more innovative, learn and seek new opportunities**
- Get to know your teams, their home domains, their best leadership tasks/ not so good areas to help you deploy people to best effect

LEADERSHIP PROPOSITION 1:
THE PRIMARY COLOURS® MODEL DEFINES THE TERRITORY OF LEADERSHIP



Ref. Pendleton and Furnham 2012 and 2016; Pendleton, Furnham and Cowell 2021
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Please see *Your Leadership Matters Online Modules and Webinars information pack and the Webinar recording on Egress*

Webinar 3 focused on Neuroscience of Leadership of High Performing Teams

c18 delegates (7%) attended **Webinar 2**, out of 246 Programme Participants. To note, this was an **optional event as the recording is available** for those unable to attend the event live.

Webinar themes, content participants commented on:

- It's the **leader's responsibility to create psychologically safety**; the team contribute to upholding this
 - Set the scene and expectations, foster trust
 - Invite participation, appreciating open challenge and different views
 - Respond productively (growth mindset approach, destigmatise failure, demonstrate respect)
- Creating psychological safety **enables people to take risks, to make decisions and give their best at work**
- We need to **allocate time for People Oriented leadership**; we can't do this at the same time as being Task Oriented
- Dissonant and Task-focused leadership has been the dominant style. **Now starting to move to resonant style** – seeing effort to better understand staff needs, space is being given for flexible working, many are feeling trusted

Objectives for the Session



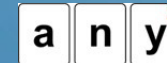
This webinar is designed to increase understanding of the neuroscience of leadership. It will:

- consider how to bring teams together so that everyone feels safe to speak their mind
- introduce you to how the brain is involved in leadership and to consider the consequences of this
- give you an opportunity to reflect on your own leadership style and the style prevalent in your organisation
- provide an opportunity to reflect on awareness and blind spots in leadership

Please see *Your Leadership Matters Online Modules and Webinars information pack and the Webinar recording on Egress*



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Section 5: Considerations for next steps



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Lessons Learnt from YLM Programme Delivery

Positive

Technology

- MS Teams worked well for the Summits and the webinar sessions; as did Mentimeter

Speakers

- The range of external speakers provided a variety of expertise which was well received by participants

Ways of Working

- The joint EY and PSoS team worked well together
- The cadence of regular delivery team meetings allowed communication to be strong

Programme impact

- YLM has started to re-set the tone for leadership
- The programme has started a leadership culture transition

YLM Delivery

Even Better If's

Technology

- Providing breakout capability would have made the Summits more interactive

Speakers

- Providing more opportunities for speakers to link to practical examples of the Exec team leading in different ways or sharing real policing world leadership challenges

Ways of Working

- Improve flow of communication from the PSoS programme leadership to the delivery team, to ensure all critical messages are captured and cascaded

Programme Impact

- Post programme infrastructure is needed to “*make it stick*” - to ensure the transformation is sustained
- Creating opportunities to allow the Executive leadership team to role model the three leadership behaviours

Potential Next Steps

Proposed next steps for the Top 200

- Publish a 24-month roadmap to show how YLM will embed change
- Commit to dedicated time for Exec Team Coaching Pod
- Continue the Coaching Pods (as self-managed and sustainable action learning sets) / explore the feasibility of 1:1 coaching
- Create a Faculty of Coaches –from key YLM Champions (volunteers from the 30 Coaching Pods)
- Create a Buddy system for next generation of leaders / faculty
- Drive up online learning uptake through a YLM Learning Campaign
- Launch a YLM Storytelling campaign

Proposed next steps for particular groups

- Specific programme for 10 newly promoted Chief Superintendents
- Specific programme for 25-30 newly promoted Superintendents (potentially a 12 month programme)
- Bespoke development support for Divisional Command Teams

Proposed next steps for the Next 400

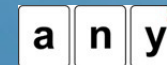
- Leverage Top 200 YLM evaluation and Leadership survey results to determine N400 YLM approach
- Determine appetite for a YLM immersive programme
- Establish Team Clarity 4D Coaching Sessions
- Create action learning sets – with a focus on wicked issue solving and personal development built-in

Key Considerations for future programmes

- **Make time** to absorb survey results and understand needs/ gaps; and to design content together
- **Assess the readiness** of the organisation to implement modern learning approaches – virtual environment, coaching pods and online content
- Develop an **integrated comms plan** to encourage participation through insights and suggestions
- YLM delegates are keen for the programme to be rolled out to the next level – delegates have flagged that the **N400 are critical to culture change**
- Face-to-face delivery or a **blended approach** (virtual and in-person) could have greater impact
- **More time** is needed to “warm” people up for the programme and summits
- Summits should be **shorter** (if virtual)
- Coaching Pods could become **Action Learning Sets** with increased frequency



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Appendix: The Leadership Promise



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The YLM Leadership Promise

The EY team worked with the PSoS delivery team and the leadership pledge volunteer group to support them in the development of the leadership pledge, which was shared at Summit 3. Post Summit 3 the leadership pledge volunteer group will continue to refine the pledge and work on next steps.

My Leadership Matters – My Promise

Building on the strengths and achievements of those who have gone before, I am committed to lead the emerging journey of Policing as 'One Service'; a Service of inclusion and belonging for all; a Service of courage and collaboration; a Service focused on a shared sense of purpose for the wellbeing of our communities and safeguarding the vulnerable.

- My leadership will be centred on human rights and based on respect and empathy for others
- My leadership will constantly seek innovation and service improvement, encouraging those I lead to challenge the status-quo and work to improve the way we serve all communities
- I will make decisions with consideration of their impact on service to the public and my colleagues
- At all times I will make decisions with courage, humility determination and accountability
- I will be open about my own performance as a leader, building a culture of safe learning and development for all; empowering those I lead to challenge, explore and achieve their full potential
- I will work to create an understanding of where Police Scotland and SPA is going and why, encouraging all to contribute to that journey
- My leadership will be consistent, providing a model for others, helping to develop a tone and culture in Police Scotland and the SPA for future leaders to inherit

My Leadership Matters – My Challenge

Building on the strengths and achievements of those who have gone before, I am committed to lead the emerging journey of Policing as 'One Service'; a Service of inclusion and belonging for all; a Service of courage and collaboration; a Service focused on a shared sense of purpose for the wellbeing of our communities and safeguarding the vulnerable.

- I will discuss this commitment, on a regular basis, with those I lead and work alongside
- I will ensure our promise is visible as a reference and a reminder for me and those I work with
- I will seek feedback from those I lead, my peers and those I answer to, welcoming feedback which challenges me and provides learning
- I will challenge the behaviours and actions of others, ensuring we always meet the standards of service we would want for our own family
- I will ensure equality of opportunity and inclusion for all, supporting develop of those around me and encouraging constructive challenge on the effectiveness of my, and out, leadership
- I will ensure I am visible, accessible and accountable, removing physical and cultural barriers at every opportunity
- I will regularly review my own contribution to service improvement, asking what I have done to make the lives of my colleagues better and improve service to the public



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Reactions to Leadership Promise at Summit 3

Below is an overview of the reaction to the leadership promise when it was presented at Summit 3.

